



# City of Burbank Economic Recovery Plan

Working together for a safe, beautiful, and thriving community.

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# Executive Summary

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## Background

On March 13, 2020, a local emergency was declared in the City of Burbank due to the COVID-19 pandemic. This was followed with Safer at Home Orders, the closure of all non-essential work places, mass layoffs, and steps to limit evictions.

The world's economy was changed almost overnight and Burbank has been no exception. California lost 100,000 jobs in March and as of mid-March, 3.1 million people filed for unemployment benefits. Estimates indicate that the unemployment rate in California could be as high as 15-20%, up from a record low of 3.9% last February.

In Burbank, we have been hard hit as media production has come to a standstill and this is anticipated to continue at least until the Safer at Home Order is lifted.

California's roadmap for modifying the State's Safer at Home Order has four stages, each stage is predicated on reaching certain milestones instead of a specific period of time. Therefore, reopening our businesses and holding any special events may take a long period of time. For the large, live-audience industries (Stage 4), estimates are that it will take at least a year to fully reopen.

As Safer at Home Orders are lifted, Burbank needs to have a plan in place to assist with the recovery of jobs, facilitate new development, and help address personal debt incurred as a result as the COVID-19 pandemic.

## Goal of the Economic Recovery Plan

- Revive Burbank's robust economy by preventing homelessness and encouraging development and business recovery to occur along with financial stability for our residents, thereby building a safe, beautiful, and thriving community.

The Plan is intended to implement short term and long term strategies to lessen the impacts of COVID-19 on our community. All of the Divisions within the Department (Economic Development & Housing, Planning, Transportation, and Building & Safety) have prepared individual recovery plans with specific tasks and goals that work together to support the goal of reviving our local economy. This is done by encouraging development and business recovery in order to support the community's financial stability, and continuing to provide the needed services to our residents including those in the greatest need. Implementation of this goal is guided by the proposed principles, which have been included in this report for City Council consideration. Some of the proposed items will require future City Council approval in order to implement.

The Plan has been developed in a manner that seeks to address the three cycles of disaster: mitigation, response, and recovery. The Plan provides specific short term and long term responses to these individual cycles in order to help local businesses and residents, reinvigorating tourism, economic development and City financial stability. The three cycles of disaster have unique demands, and therefore there are unique responses from each division. Some of the proposed responses overlap and may require implementation during more than one cycle. Some of these efforts have already begun and programs for further mitigation and enhanced response are underway. As we continue the process of implementing and reevaluating the effectiveness of these policy-driven responses, it is anticipated that some of the measures in the recovery cycle may change depending on future Federal stimulus packages and how quickly the government at the local, county, State, and Federal levels allow the economy to reopen.

# Seven Policies of the Economic Recovery Plan

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The following policies will guide the work of economic recovery in Burbank:

1

Access and share information about recovery efforts and funding for residents, business owners, and employees while collaborating with our governmental, non-profit, and business partners.

2

Promote businesses within the City to residents, visitors, and other businesses.

3

Assist the most vulnerable members of the community with financial support through the use of Eviction Orders, grants, Federal funding, and partnership with service organizations.

4

Implement use of online tools for streamlined project review and permit processing.

5

Update regulations and policies to enable business success and home improvements in the most efficient and cost effective manner.

6

Help Burbank's tourism industry recover by promoting and marketing our hotels, restaurants, the Hollywood Burbank Airport, and other local destinations.

7

Collaborate with our government representatives at the County, State, and Federal levels to promote economic recovery while directly supporting our businesses and residents.

# Economic Development & Housing

*As there are three cycles to a disaster (Mitigation, Response and Recovery), this report lays out efforts in each of these time periods. Some of them overlap and may run through more than one cycle. Additionally, some of these efforts have already begun and some are slated for the future.*

*The plan reflects each of the three sections within the Economic Development and Housing Division.*

## Economic Development

### Mitigation

1. Comply with State and County orders to stop the spread of COVID-19, including the closure of non-essential businesses, stay at home orders, school closures, etc.
  - a. Work with Code Enforcement to ensure business compliance with orders
  - b. Communicate with businesses as needed to alleviate concerns
2. Monitor commercial corridors to deter loitering, address issues with homelessness, and ensure safety
  - a. Work with StreetPlus in Downtown Burbank
3. Conduct business outreach:
  - a. Disseminate information/resources to small businesses
  - b. Keep in constant contact with businesses via emails, phone calls, and outreach to ensure they are complying with Safer at Home Orders, provide information regarding business resources, etc.
4. Disseminate information to businesses via the following outlets:
  - a. Public Information Office: social media, press releases, city website, YouTube
  - b. Burbank Chamber of Commerce: Chamber newsletter and Social Media
  - c. PBID and TBID: Chamber newsletter and Social Media
5. Conduct outreach to developers with projects in queue or ready for submittal

### Response

1. Burbank Together at Home Campaign: to encourage consumer spending and market existing essential businesses, programs, and wellness activities while boosting consumer morale; Provide daily content for #BurbankTogetheratHome campaign including social media posts for Be Supportive, Be Informed, Be Local, Be Smart, Be Kind, Be Active campaigns
2. Burbank Tech Talks: events geared towards small businesses to provide COVID-19 resources and guidance for businesses and entrepreneurs in the community currently impacted by the pandemic; Current series of five webinars tentatively scheduled March to May 2020 with topics including: US

Small Business Administration Economic Disaster Loans, Paycheck Protection Program, CARES Act, E-Commerce, Resilience, etc.

3. Downtown Burbank:

- a. Social Media Campaign: Focus on promoting local take-out and online shopping businesses in Downtown Burbank
- b. Newsletters to Visitors: Focus on local take-out and online shopping
- c. Newsletters to Merchants: Focus on dissemination of information for businesses and employers including resources and marketing opportunities for businesses
- d. StreetPlus Ambassador Program: Heighten awareness of safety services and provide additional cleaning/sanitizing in Downtown
- e. Farmers Market: Ensure continuation of essential business for the community that serves the elderly and low-income families; Ensure market follows all protocols and advisories from LA County
- f. Postpone events such as the Arts Festival, Car Classic, and Wine Walk to end of 2020 or early 2021
- g. Downtown Burbank Mural Walk: Mural finding activity in Downtown to encourage exercise and walking in Downtown Burbank while finding murals to post on Social Media. This will create synergy and help decrease potential crime and loitering.
- h. Business Survey: Ascertain impact on businesses and gauge economic impact of crisis to better plan for Downtown Burbank recovery (i.e. Layoffs, occupancy rates, closures)



4. Visit Burbank:

- a. Social Media Campaign: Focus on promoting local take-out and online shopping options citywide, as well as outdoor hiking and biking, while practicing safe distancing
- b. Newsletters: Focus on marketing Burbank as a safe and clean city, keeping the destination top of mind for future travel
- c. Survey to Hotels: Determine COVID-19 impact and status of current operations
- d. Continue to market Burbank for future travel: Create three phased marketing campaign:
  1. Keeps consumers and visitors interested in Burbank as a destination
  2. Once Safer at Home restrictions are lifted, implement a more robust campaign encouraging travel within drive-time markets
  3. Use action-based marketing to encourage visitation to Burbank timed in with the opening of Universal Studios Hollywood and Warner Bros Tours; Brainstorm ideas on how to recover travel: research what Discover LA and Visit California are doing
- e. Create marketing campaign that promotes and focuses more on domestic travel
- f. Universal Studios Hollywood Preferred Hotel Program: Marketing pushed to begin in July
- g. MUSEXO postponed, date to be announced

## Recovery

1. Small Business Loans
  - a. \$377 Billion provided by the Small Business Administration
    1. Utilize CARES Act funding totaling \$614,674 in Community Development Block Grant and commit \$414,104 for small businesses: distribute forgivable loans up to \$10,000 to small businesses not eligible for SBA Loans  
Recommendation: Provide up to 30 forgivable loans to businesses not eligible for SBA loans paid for out of additional CDBG funding
2. Burbank Tech Talks: Plan events geared towards recovery. Topics including resilience, creating a business recovery plan, second round stimulus package information, etc.
3. Federal Funds for Larger Businesses through CARES Act:
  - a. \$454 Billion through Treasury Department and Federal Reserve to assist impacted travel businesses and governmental entities
  - b. \$10 billion for impacted tourism businesses and airports
  - c. The CARES Act includes a provision known as Pandemic Unemployment Assistance that extends unemployment benefits to those who otherwise would not qualify, including the self-employed and independent contractors
  - d. Under the deal, any employee or contractor working in arts and entertainment who lost work due to the pandemic is eligible to receive a maximum unemployment benefit of \$600 per week through July 31
  - e. The bill includes increased funding by \$75 million for the National Endowment for the Arts, \$75 million for the National Foundation on the Arts and Humanities and \$75 million for the Corporation for Public Broadcasting
4. Market Vacancies and Commercial Corridors
  - a. Utilize Economic Development marketing funds for:
    1. Shop Local and/or Shop Small campaigns
    2. Tourism Campaigns through Visit Burbank to continue to focus on drive-time markets in California and neighboring states within a 300 mile radius
  - b. Tourism sponsorships through Visit Burbank to encourage attraction of meetings/conventions in 2021
  - c. Shift PBID funding to provide small business assistance loans and marketing campaigns to attract more visitors to Downtown
  - d. Bring back event programming to encourage visitation and consumer spending
5. Zoning and Entitlement Process Improvements
  - a. Collaborate with Planning Division on interim and permanent modifications to City processes and codes to ensure that businesses open and operate more efficiently
  - b. Create Emergency Interim Ordinance for 24 months that will:
    1. Remove AUP process for restaurants Citywide
    2. Allow streamlined outdoor dining process Citywide
    3. Allow for reduced requirements for parking, outdoor dining and operational hours for restaurants Citywide
6. Opportunities to Gain Efficiencies and Improve Entitlement Process in the Future
  - a. Enhance City incentives and concessions related to zoning
  - b. Streamline review of multifamily housing projects
  - c. Create flexibility with parking and zoning requirements: Update zoning regulations to

- create greater flexibility in parking regulations, reduced parking standards, increase shared parking opportunities
- d. Update zoning land use development standards to facilitate adaptive reuse of vacant and/or underutilized commercial and industrial structures and properties
- e. Survey and evaluate loss of business services and economic impact, identify immediate needs, and long-term restoration of full business community

## Housing

### Mitigation



1. Address the vulnerability of renters who are unable to pay rent, utilities, and medical costs due to a decrease in work hours, loss of employment, or underemployment due to COVID-19. Respond to phone calls and emails daily on these issues providing information and resources to residents.
2. Educate the public on eviction moratoria and orders as they relate to Burbank residential and commercial tenants. On March 17, 2020, the Burbank City Council adopted an urgency ordinance in response to COVID-19. The moratorium was extended on May 5, 2020, with modifications, retroactive to May 1, 2020, and to expire May 31, 2020, unless amended or extended by the City Council.
3. New Rent Repayment Ordinance setting a date certain for the repayment of rents to November 30, 2020, for back rent due and added late fees and/or penalties.
4. Provide outreach to all residents, renters and homeowners alike
  - a. Landlords and Tenants of subsidized units
  - b. All other residents- that may not be plugged into social media such as the City's website  
Continue to explore and update outreach methods

### Response

1. Develop a short-term COVID-19 Rental Assistance Program to prevent renters from becoming homeless
  - a. Applicants must demonstrate that they are low to moderate-income preceding the COVID-19 - Safer At Home Executive Order
  - b. Show a decrease in income, a lay-off, or underemployment due to COVID-19
  - c. Must have a lease or rental agreement with a third party landlord
  - d. For rental arrears, must have given their landlord a written notice that they were unable to pay the rent due to COVID-19
  - e. Provide a maximum of three months of assistance to a household not-to-exceed \$1,000 per month
  - f. Utilize a portion of \$614,000 CARE Act CDBG Funds for the program leveraged with Measure H funds
  - g. Assist up to 100 people to prevent people from becoming homeless
  - h. These services are not for people experiencing homelessness or in subsidized units like Section 8 and BHC units
  - i. Partner with Family Promise of the Verdugos to administer the program

- j. Conduct outreach through the Burbank Landlord Tenant Commission, City Council, City website, and other social media outlets. Applications will be on a first-come, first-served basis
2. Section 8 and Permanent Supportive Housing (PSH) voucher programs: adopt protocols for emergency rental assistance with the primary goal of paying landlords and keeping families housed
3. Work with housing providers and service providers to support their efforts
4. Provide information and resources to residents in non-subsidized units in different languages. This is to ensure non-English speaking resident population is receiving and understanding the information going out

## Recovery

1. Seek additional county, state and federal funding, as available, to assist renters and homeowners not in subsidized units (Burbank Workforce)
2. Apply for additional federal subsidies as they become available for lower-income households
3. Work with service providers to develop and/or expand training programs to get residents back into the workforce (e.g. for Section 8 it's the Family Self Sufficiency Program, for BHC it's the Lifting People Up program through Family Promise. We also have the Workforce Connection and Verdugo Jobs Center)
4. Coordinate mass transit with households that require assistance (financial and/or information) with transportation options as they re-enter the workforce
5. Contract staff as necessary including a contract inspector for the Section 8 program. Will seek disaster funds to keep pace with demand of inspections

## Homelessness

### Mitigation

1. Help prevent the spread of COVID-19 among the homeless in Burbank by providing hygiene/sanitation access and emergency housing
2. Procure masks, gloves, and gowns and other PPE for first responders

### Response

1. Participate in the County's "Room Key" Project that will procure 15,000 hotel/motel rooms in Los Angeles County for people experiencing homelessness with a high risk of acquiring COVID-19
  - a. Burbank will refer people from Burbank to the Room Key Project
  - b. Outreach case managers will determine clients that are high priority for the program
  - c. Referrals will be made through the appropriate referral system channels

- d. Outreach regarding the Room Key will be provided by Streetplus and Ascencia
2. Extend Hygiene Services
    - a. Request funding from the County of Los Angeles for reimbursement of hygiene handwashing stations, portable toilets, maintenance of park restrooms and Downtown Metrolink restrooms
    - b. Extend the Wells Fargo Hand Washing and Portable Toilets through May 15<sup>th</sup> or the end of the Safer At Home Order
    - c. Request masks, gloves, and gowns from the County or through our Burbank Emergency Operations Center for outreach teams and the homeless.
    - d. Procure mobile shower/laundry services for the homeless

## Recovery

1. Continue with the implementation of the homeless plan
2. Advocate for additional grant funding including additional Community Development Block Grant and Measure H funds
3. Continue Partnering with LA County on Operation Roomkey
4. Continue with the implementation of homelessness storage facility
5. Continue funding the wash station and portable restroom near the Wells Fargo building on Olive through the end of the Safer-At-Home Order

# Building & Safety

*As there are three cycles to a disaster (Mitigation, Response and Recovery), this plan outlines efforts of Building & Safety Division in each of these time periods. Some of them overlap and may run through more than one cycle. Additionally, some of these efforts have already begun and some are slated for the future.*

## Mitigation

1. Comply with State and County orders to stop spread of COVID-19 pandemic including closures of non-essential businesses, stay at home orders, school closures, et cetera.
  - a. Work with CDD operation teams in preparation for the March 16, 2020 closure of the Community Services Building while ensuring continuity of service to the public
  - b. Establish procedures for field inspection staff for safe distancing at construction and investigation sites including the use of technological tools such as FaceTime, Zoom and other communication tools
  - c. Ensure that construction sites follow the County of Los Angeles Department of Public Health “Guidance For Construction Sites”
  - d. Ensure that field staff, and limited office staff are equipped with Personal Protective Equipment, and practicing safe procedures.
2. Monitor and investigate complaints by Code Enforcement staff for potential violations of Safer At Home Order for non-essential businesses and cases of unsafe social distancing. For confirmed cases of non-essential violations, Code Enforcement staff will refer cases to Burbank Police Department to ensure compliance and enforcement with the Order
3. Business Outreach
  - a. Communicate with developers and contractors of ongoing construction that City operations are in continuance and construction sites must practice safe COVID-19 protection
  - b. Communicate with business owners and architects of projects currently in plan check or scheduled to be submitted for plan check. Communication includes the assurance of continuity of operations with no effect to project scheduling



4. Information dissemination to residents, businesses, developers, and City divisions and departments (e.g., internal and external customers)
  - a. Communicate with developers, business owners, architects on procedure for receiving and distributing construction plans digitally through ProjectDox, the city's electronic plan check system
  - b. Assist customers and City staff with ProjectDox use and plan check processing
5. Outreach to the Burbank Unified School District in coordinating payment of construction-related school fees. Building & Safety developed the new "School Facilities Fee" form to streamline process

## Response

1. Continue uninterrupted services of each Division function while communicating and guiding public to response procedures including building permit issuance, Business License and Business Tax applications, plan check intake, and ProjectDox processing
2. Establish procedures for submission of applications, submission of plans, resubmission of paper copy plans, revised procedures on receiving and signing Building Permit document, and processing of business license applications
3. Develop methods of processing payments while ensuring confidentiality of credit card information. Credit Card Authorization Form is being developed and implemented to fulfill payment transactions
4. Emphasize and encourage the use of existing online tools such as Online Inspection Requests, Online Code Enforcement Complaint Portal, Property Portal, and Online Business Tax Renewal Portal
5. Building & Safety staff is leading all City Departments in the near full transition to ProjectDox processing of plans. Assist Departments in the processing of the plan check workflow and monitoring review for timely completion of plan check
6. Assure businesses in plan check or in construction that no interruptions will occur in the processing of plan review or with timely inspections
7. Continue participation in entitlement and development projects in the Inter-Department Review Committee through online meeting tools

## Recovery

1. Actions During Recovery "Period"
  - a. Extend Period for Expiration or Renewals of Building Permits, Plan Check, Business Tax Certificates, and Business Licenses

- i. Permit and Plan Check – Propose a delay-of-time period in which applications expire due to homeowner or business owner pauses in construction activity or plan review
- ii. Business Tax Certificates and Business Licenses - Propose a one to two month extension for businesses to pay their renewals fees. The one or two month extension will allow receipt of fees to be within the same fiscal year period

## 2. Plan Check Services

- a. Use Consulting Services for Quick, Reduced Review Time  
Through existing plan check consultant Professional Services Agreements (PSA's), establish expedited review timeframes that meet business owner project objectives
- b. Define and Establish Plan Check Time Frames  
Define criteria for the various projects submitted for plan check and establish corresponding time frames for plan check review. For medium and major projects, establish plan check schedules for various phases of plan check and construction
- c. Establish Thresholds for Counter Plan Check  
Develop list for project criteria eligible for review of plans over-the-counter. Counter review may be available by walk-in service or by appointments. The goal is to open public counter hours in June 2020 with modified services to the public.
- d. Establish the Role of a Business-Project Coordinator/Concierge  
Expand duties of existing staff member to assist businesses with non-Project Development cases. The Concierge will guide business owners in the process of Planning-Building-Permitting-Business Tax and multi-Departmental reviews from the initial Pre-Planning phase to permit issuance. This service can be advertised on the Department's webpage where appointments with the Concierge could be requested

## 3. Use of New Online Tools

- a. Guide Public to City's/Department's Website  
New-expanded information on City's website will allow customer self-service, information on more efficient permit procedures, ProjectDox assistance, and revised counter hours and services
- b. New Guidance Documents Made Available Online  
New guidance documents to assist with business development plan check and permitting such as:
  - i. ADA-Accessibility Requirements for Businesses
  - ii. Bathroom Requirements for Restaurants and Businesses
  - iii. Guideline for Change-Of-Use Occupancy for Businesses
  - iv. Thresholds for Certain Upgrades in Business Occupancies (Seismic, Fire Sprinklers, Elevator, Utilities)
  - v. Procedures for Permitting and Opening Your Business in the City of Burbank (a multi-Departmental guide)

- vi. Also, in conjunction with Planning and other City Departments, a document can be prepared for: Accessory Dwelling Units Guideline and Requirements
  
- c. Broader Use of ProjectDox – All City Departments  
All City Departments continue the use of electronic plan check following the Pandemic period. In having the Department’s acclimate with ProjectDox, it can lead to better cooperation and development of the ProjectDox software upgrade (Version 9.1) where several custom workflows will be required by specific Departments
  
- d. Establish Envoy for ProjectDox  
Expand duties of an existing staff member as the City’s ProjectDox Envoy for customer contact, customer assistance, and to ensure that business projects remain within project scheduling deadlines
  
- e. Explore Online Tools for Plan Check Consultation  
Staff to explore online tools to conduct remote-online consultations as an alternate to in-person counter plan check. Remote online plan review could provide a safer alternative to in-person consultations at the counter. Online tools with capability of live viewing of construction plans with voice conference capabilities would provide a viable alternate
  
- f. Promote New and Upgraded IT Tools  
Assist customers to online tools once the upgrades/development are ready for go-live implementation. These include: Online Credit Card Payments, Online Issuance of Simple Permits, Online Issuance of Building Permits, and Online Issuance of Garage Sale Permits
  
- g. Permit Technician Staff would transition from the acceptance of paper-copy plans to acceptance of digital plans in ProjectDox. Staff would be trained for the use and processing of plans in ProjectDox as well as methods for customer assistance
  
- h. Explore Other IT Tools for Certain Inspections for More Efficient Response  
For certain building inspections where staff is placed in higher risk situations – such as roof inspections or underfloor inspections – use IT Tools such as live video feed (FaceTime, Zoom, etc), and aerial drones. This would allow more timely inspections and will not require the homeowner to provide ladders, or arrange for underfloor access
  
- i. Work Closely with PIO Staff on Documenting Construction Progress of Major Projects  
To promote Burbank as a city “Working Together for a Safe, Beautiful and Thriving Community” by using IT Tools to document the progress of construction of major and prominent projects

# Planning

## Mitigation

*As there are three cycles to a disaster (Mitigation, Response and Recovery), this plan outlines efforts of the Planning Division in each of these time periods. Some of them overlap and may run through more than one cycle. Additionally, some of these efforts have already begun and some are slated for the future.*

1. Comply with State and County orders to stop spread of COVID-19 pandemic including closures of non-essential businesses, stay at home orders, school closures, et cetera.
  - a. Establish a business continuity plan to “keep the [online] doors open” and announce that we are still doing business:
    - i. Transitioned majority of division personnel to work from home through the use of City website-email access, Microsoft Team, and Dropbox, as a virtual desktop during the interim period that IT worked out how to provide VPN/remote access to staff desktops. Helped push these types of concepts out to the other divisions in CDD. Helped lead from the front so that the Department was ready to transition to online services, consistent with our business continuity efforts
    - ii. Led effort to update City website pages notifying residents, businesses and developers about the new process for planning applications, pre-zoning clearances, and plan check submittals and review processes online via Dropbox and Projectdox
    - iii. Established internal and external communications with customers through the use of conference calls, ZOOM, Microsoft Teams, text messages with division staff, et cetera; Let them know about the new process for application and plan check resubmittal...this is an ongoing education effort
    - iv. Established working groups within the division to prepare Standard Operating Procedures (SOPs) for how each individual type of applications (e.g., ADU, planning, tenant improvements, plan checks) are taken in, processed, fees obtained, tracked in EPALs, and prepared for application approval and/or permit issuance
  - b. Continue working with Economic Development and Building & Safety Divisions to communicate one consistent message to business and development community that we are willing and able to process applications and plan checks for new development and tenant improvement work once they are ready to submit...we plan to be lucky!
2. Monitor [planning@burbankca.gov](mailto:planning@burbankca.gov) and division phones as well as planning staff communication during regular team online meetings within the division and/or with our colleagues in the other CDD division and/or City departments as necessary
3. Outreach to Business:
  - a. Ongoing communication with architects, residents, applicants and developers via emails, phone calls, Zoom and Microsoft Team meetings
4. Distribute information to residents, businesses, developers, and City divisions and departments (e.g., internal and external customers)

- a. Continue to update website, outgoing phone messages, applications/handouts inform businesses of any changes to process for review, approval, and permitting related to Planning Division
5. Outreach to Developers  
Confirm status update of projects that are in the plan check/application review queue or ready for submittal

## Response

1. Formalize Planning Division's SOPs for online intake and processing of permits anticipating this to be the new normal once the City opens CSB and other facilities to the public
2. Continue to process entitlement applications. In order to:
  - a. Host community meetings online for Development Review, Environmental Documents, Long Range planning documents etc.
  - b. Post plans online for public comment of Single-Family Special Development Permits, DR meetings, and other entitlements. We will need to receive approval from applicants
  - c. Host Planning Board and Heritage Commission meetings online
3. Coordinate across divisions and departments on City-approved procedures for public outreach and interface at the public counter, during community meetings/workshops, and during public hearings (e.g., Planning Board, Heritage Commission, Long Range Planning efforts like Housing Element Update-GSSP-BCP specific plan update, and as part of upcoming City Council meetings)
4. Continue Long Range Planning Efforts—Plan to be Lucky!
  - a. Coordinate with various consultants on project scopes of work and formalize an online engagement process across the four major long range planning efforts (Housing Element/Safety Element Update, Golden State Specific Plan, Burbank Center Plan Update, and Greenhouse Gas Reduction Plan Update) that provides robust community engagement; completing these efforts in the next 12 to 18 months will help the City be ready to take advantage of any uptick in construction activity both in the housing and public infrastructure sectors resulting from ongoing demand, market demands, and/or any State and/or Federal stimulus packages
  - b. Seek out additional grant funds to support these efforts
  - c. Seek extensions to complete these efforts as a result of COVID-19 closures
  - d. Host Community Meetings online
5. Review current Zoning Regulations and Planning and Entitlement Processes
  - a. Seek potential changes to provide greater clarity to applicants as well as streamline the process to improve turnaround times
  - b. Assess staffing levels to support these efforts; recommend changes as necessary
6. Continue processing of pending discretionary permits and entitlement applications
  - a. Coordinate online Inter Departmental Review Committee meetings to provide detailed and on-time comments to prospective project applicants
  - b. Assess current review timelines and adjust accordingly as a result of COVID-19 and/or changes in the market; this may include request to extend Planned Development/Development Agreements terms

7. Assess Technology (Software and Hardware) and Training Needs to respond to the Post-Covid 19 business and development environment
  - a. Upgrade from desktop to laptops (MS Surface) with video and microphones to facilitate remote access and portability; make sure that laptops are equipped with the appropriate software to complete work (Adobe Acrobat Pro, MS Office 365, et cetera)
  - b. Assess functionality and costs of permit processing and tracking software
  - c. Assess online permit software
  - d. Evaluate feasibility of competitive bidding process for permit tracking and online permit software
  - e. Upgrade conference rooms for virtual meetings with appropriate WIFI and port access for laptops and other peripherals
8. To lessen the amount of foot traffic in the Community Services Building, assess feasibility of moving Planning Division from 2<sup>nd</sup> floor to 1<sup>st</sup> floor of Community Services Building
9. Undertake space planning efforts with goal of facilitating greater public access on the first floor, securing office spaces with separate break, conference and restroom facilities and create an opportunity to maximize City operations within the Civic Center area into Community Services Building

## Recovery

1. Complete Long Range Planning Efforts during the next 12 to 24 months
  - a. Finalize Housing Element Update consistent with City Council goals including facilitate the build out of 12,000 units in the next 15 years with housing affordability for all economic segments of the community
  - b. Complete the Golden State Specific Plan in order to facilitate City Council goals for housing, economic development, and sustainability; focus on robust public engagement and input to facilitate shared community vision
  - c. Complete Burbank Center Plan Update in order to facilitate City Council goals for housing, economic development, and sustainability; focus on robust public engagement and input to facilitate shared community vision
  - d. Complete Greenhouse Gas Reduction Plan Update, which is due by the end of the year 2020 in order to ensure ongoing compliance with State GHG requirements
  - e. Complete EIRs as part of the Housing Element and specific plan efforts in order to facilitate project streamline and CEQA tiered review for new projects consistent with the aforementioned plans
  - f. Evaluate any P3 opportunities consistent with the aforementioned specific plans
  - g. Seek out grant funds for Media District Specific Plan Update
2. Review Planning and Entitlement Processes
  - a. Evaluate the need for Administrative Use Permit process for Downtown Burbank Restaurants
  - b. Analyze the R-1 and Multi-Family standards to identify possible efficiency in the review process and development standards
  - c. Facilitate streamlined review of an outdoor dining in Downtown and along the City's commercial corridors while preserving public health and safety including adequate clearances for pedestrian access
  - d. Work with Transportation Division and Public Works Traffic Engineering Division to establish a Citywide Parking Management Program that can evaluate potential changes to

- the City's parking regulations to promote shared parking, unbundled parking, use of private parking facilities during off hours, and parking ratios that are calibrated to actual demand while also facilitate new commercial opportunities along the City's commercial centers and corridors
- e. Complete the proposed updates to the City's Density Bonus and Inclusionary Housing Programs in order to facilitate streamlined review of multifamily housing projects while protecting and building neighborhoods
  - f. Establish a list/checklist of community/public benefits that can be considered by developers when seeking incentives, concessions, and/or waivers for increased development; these community/public benefits would be developed ahead of time via the proposed specific plan processes
  - g. Further refine SOPs to ensure ongoing processing of applications and plan check submittals online
  - h. Work with Building & Safety to improve interdivision/interdepartmental coordination and tracking of plan check submittals and review of Development Review applications as part of IDRC
3. Support staff training, job growth and technical expertise
- a. Continue to work with CDD Administration to develop training programs to facilitate staff knowledge and technical expertise in planning, environmental review, project management, housing and economic development as well as professional development consistent with succession planning efforts to "train our replacements"
  - b. Continue on-call services and use of consultants when appropriate to expand division technical expertise and provide additional training of planning staff
  - c. Post COVID-19, facilitate attendance at planning conference, webinars, and other online training resources to expand employee skills sets
  - d. Facilitate the formulation of Technical Advisory Groups and Teams that work across divisions and/or departments when necessary to address specific issues and help build capacity and knowledge throughout the department, division, and larger City organization.
  - e. Be a leader in helping with policy formulation, implementation, and monitoring both within CDD and the City

# Transportation

*As there are three cycles to a disaster (Mitigation, Response and Recovery), this plan outlines efforts of the Transportation Division in each of these time periods. Some of them overlap and may run through more than one cycle. Additionally, some of these efforts have already begun and some are slated for the future.*

## Mitigation

1. Complied with State and County orders to stop spread of COVID-19 pandemic including closures of non-essential businesses, stay at home orders, school closures, etc.
2. Implemented work at-home procedures to protect employees and ensure continuity of government and transportation programs, projects, and services
  - a. Transitioned staff to work from home using City web-based email access, VPN/remote access, technology and software such as Microsoft Team, etc.
  - b. Communicated internally and with outside agencies and customers virtually and over the phone
  - c. Ensured that transit staff is equipped with Personal Protective Equipment (including face masks, gloves, and sanitizing hand gel/foam) and practicing safe procedures
3. Implemented disinfecting and sanitizing procedures for BurbankBus vehicles
  - a. Disinfected fixed-route vehicles daily and wiped down interiors during layover periods throughout the day
  - b. Disinfected Senior & Disabled vehicles four times a week and wiped down interiors daily
4. Implemented modified passenger boarding procedures and onboard passenger occupancy limits during pandemics.
  - a. Implemented social distancing by limiting the number of passengers to 50% seating capacity
  - b. Implemented rear door boarding to assist with social distancing when possible

## Response

1. Based on experiences learned during the State and County orders to stop spread of COVID-19 pandemic, develop an Emergency Operations Plan, including:
  - a. Work at-home procedures
  - b. Administrative protocols for CDD/Transportation Division (i.e. timesheets, invoices, agreements, staff reports, memorandums, etc.)
  - c. Operational protocols (essential vs. non-essential services, BurbankBus operations)
  - d. Management protocols and chain of command
  - e. Internal and external communications protocols for meetings and discussions, including City Council, Boards, and Commissions
2. Identify potential revenue loss projections and possible related budget impacts

3. Identify BurbankBus system-wide modifications to ensure transportation funds are spent effectively while continuing to provide riders essential travel to doctor appointments, medication/medical supplies, groceries, and workplaces
  - a. Examine ridership on each line/service and implement system reductions when appropriate
4. Improve fixed-route operations for a safer, cleaner and more efficient customer experience to ensure transit employees' and users' safety.
  - a. Continue to use social media outlets to provide updated information to riders as BurbankBus responds to ongoing health crisis
  - b. Implement fare-free rides
  - c. Continue modified passenger boarding procedures and onboard passenger occupancy limits
5. Improve Senior & Disabled operations for a safer, cleaner and more efficient customer experience to ensure drivers' and passengers' safety
  - a. Implement social distancing through limiting the number of passengers to 50% seating capacity
  - b. Transition part-time staff to support City's Home-Delivered Meals effort (two days/week)
  - c. Implement fare-free rides
  - d. Continue modified passenger boarding procedures and onboard passenger occupancy limits
6. Continue enhanced bus cleaning to ensure safe and hygienic customer experience
7. Ensure effective Title VI-related communications and notices for service changes/reductions
8. Enhance cleaning at the Downtown Burbank Metrolink Station to safeguard passengers who utilize station amenities by increasing thorough cleaning of furniture and equipment in the public domain
9. Monitor safety, loitering, and homelessness at the Downtown Metrolink Station
  - a. Coordinate with City departments including Public Works, Police, etc.
  - b. Work with city contractors and vendors – i.e., StreetPlus
  - c. Coordinate with City's Housing Division to accommodate homelessness needs/issues



## Recovery

1. Practice fiscal prudence and responsibly administer Local Return funds allocated by Metro, Development Impact Fee funds, and other local and regional transportation subsidies

2. Monitor revenues from Local Return, fare box and regional pass reimbursement, and transit vehicle advertising to ensure that the City's transportation programs remain financially sustainable
3. Continue to pursue grants and other funding opportunities to leverage local funds for transportation projects and programs
4. Coordinate with transportation agencies and advocate for financial assistance to maintain services and address lost revenue
5. Continue efficient review of traffic impacts of development
  - a. Work with CDD divisions and City departments to improve interdivision/interdepartmental coordination and tracking of plan check submittals and review of Development Review applications
6. Continue to implement I-5/Empire Avenue Interchange, roadway, non-motorized, and transit projects to build upon the City's infrastructure and improve the City's transportation capacity to promote economic growth
7. Adopt and implement the Citywide Complete Streets Plan and build better neighborhoods by improving safety, sustainability, health, transportation equity, connectivity, and economic vitality
8. Enhance bus operations for a safer, cleaner, and more efficient customer experience and ensure transit employees' and users' safety
  - a. Develop disinfecting and sanitizing procedures for BurbankBus vehicles for pandemic outbreaks, including deployment of on-board sanitizing stations for riders' use
  - b. Develop BurbankBus standards for acceptable passenger boarding standards and onboard passenger occupancy limits during pandemic outbreaks
    - i. Rear door boarding to assist with social distancing
    - ii. Implement non-contact fare media to enhance cleanliness and as an adaptation for possible future normalization of all-door boarding
  - c. Develop clear on-board signage and communications in all Title VI Limited English Proficiency languages to reiterate State and County health guidance on face coverings and masks, safe social distancing, hand washing, etc.
  - d. Develop options to enhance physical separations to further safeguard drivers
  - e. Provide clear guidance on how to safely and effectively utilize bike racks when only utilizing rear door boarding, outlining steps that riders need to take to alert the driver for bike removal
  - f. Improve communication of existing measures in order to improve compliance and preparation while expanding into new communications channels:
    - i. Include safety, boarding, and/or face covering information on the digital bus destination display to riders and residents
    - ii. Expand content offered on Twitter and BurbankBus website from reactive (e.g., service delays) to proactive (e.g., rider tips). Cross-post with other citywide social media handles and showcase how the City is managing the response on its bus system and how that response is a shared responsibility
    - iii. Develop informational on-board signage announcements on how to ride safely

9. Enhance marketing efforts and offer creative incentives to promote transit to employers/employees and transit-dependent disadvantaged populations (ex: “Try Transit” passes). To ensure existing and potential new riders of a safe and clean transit experience, publicize BurbankBus’s enhanced disinfecting and sanitizing procedures
10. Work with the Planning Division, Public Works Traffic Engineering Division, Police Department, and Information Technology Department to establish a Citywide Parking Management Program that can evaluate potential changes to the City’s parking regulations to promote shared parking, unbundled parking, use of private parking facilities during off hours, and parking ratios that are calibrated to actual demand while also facilitate new commercial opportunities along the City’s commercial centers and corridors
11. Develop an online parking management system including credit card payments and permit issuance
12. To provide a more efficient customer experience, maintain a general City parking e-mail address for all parking-related inquiries and public correspondence
13. Partner with the Burbank Transportation Management Organization to:
  - a. Promote sustainable modes of travel while advancing goals related to employee satisfaction, sustainability, and equity to help ease congestion when business returns
  - b. Provide expertise on and encourage telecommuting to help ease congestion when business resumes